MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BTQ3094 – TQM FOR MANAGERS

(All sections / Groups)

18 OCTOBER 2019

9 a. m. – 11 a. m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages (including the cover page).

2. Answer **ALL** questions. The marks distributions are given in parentheses.

3. Write all your answers in the **Answer Booklet** provided.

QUESTION 1

(a) With the aid of the SERVQUAL instrument, explain the different gaps in communication that arise due to intangible services.

(10 Marks)

(b) Describe how the contingency perspective helps us understand why a single approach to quality management may never emerge.

(10 Marks)

[Total: 20 Marks]

QUESTION 2

(a) Setting short-term goals for higher quality levels and managing towards these goals may prove detrimental to the firm. Explain what is meant by this statement.

(10 Marks)

(b) Do you believe quality approaches are influenced by culture? How?

(10 Marks)

[Total: 20 Marks]

QUESTION 3

(a) State any **THREE (3)** considerations in a design.

(9 Marks)

(b) A company has gathered the following financial information for itself and a competing firm. The company wishes to compare productivity for the two firms:

	Firm A	**Firm B**
Labor	$ 25,000	$ 20,000
Plant and Equipment	$ 120,000	$ 150,000
Energy	$ 7,500	$ 15,000
Materials	$ 240,000	$ 200,000
Sales	$ 480,000	$ 520,000

(i) Calculate the energy productivity of Firm A.

(3 Marks)

Continued...

(ii) Calculate the total factor productivity for Firm A.

(4 Marks)

(ii) Calculate the total factor productivity for Firm B.

(4 Marks)

[Total: 20 Marks]

QUESTION 4

Read the following case and answer the given questions.

Keeping Apple's iPhone Competitive

The past several years have seen an increase in smartphone ownership by cellphone users. In its infancy, few companies produced the smartphone, such as RIM's Blackberry and Motorola. However, the market is getting crowded. Still, Apple's introduction of the iPhone changed the industry. The purpose of a smartphone has shifted from e-mail and business to apps and functionality.

The cellphone industry must be in tune with the customer. Apple attempts to incorporate popular features in its designs. The iPhone includes Apple staples of app capability and interfacing with other Apple products. The iPhone is operated using a touchscreen and plays music and video. Like other smartphones, the iPhone can manage e-mail accounts. With a new generation introduction, customers expect improvements to the features. Recent improvements include front and back cameras for video conferences. Including dual cameras in the design required Apple to create new software for the video conferencing. This feature is only available between iPhones, but Apple hopes to expand to other cellphone users. Camera quality in phones is improving as people rely on them more than handhelds. Knowing this is important to some customers, a reviewer of the iPhone commented, "It isn't the best cellphone camera I've tested, but it is a big improvement." This is an example of the trade-offs that may occur in product design. With so many features to incorporate, it may not be possible for a company to have the best for each. A company must decide which areas to focus on in the design.

The iPhone has addressed other areas of cellphone design. Apple claims that the iPhone is the world's thinnest smartphone and sports the world's highest-resolution smartphone screen. The high-resolution screen helps compensate for its smallish screen. Talktime battery life has been increased. New multitasking software manages apps to reduce battery drain. Battery life is a concern for all cellphone designs.

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The iPhone incorporates some features over which Apple has limited control. Facebook, Twitter, and Pandora are popular apps among customers. Incorporating these features requires limiting battery consumption, but allowing for frequent updates. Some users want to be constantly connected to their social networks. Apple's multitasking feature addresses some of these issues but may still disappoint some users.

With all of the care and attention a new product receives, it still isn't perfect. The iPhone had a famous "reception bar" bug that showed the wrong level of signal reception. For Apple, there is still a need to improve iPhone design. Even with its limitations, Apple's iPhone continues to push the limits of smartphone design.

Required

(i) The case discusses the issues of trade-offs in design. What are some smartphone trades-offs? Why are these important to consider in design?

(6 Marks)

(ii) Choose another product besides a smartphone. What are some important trade-offs for that product design?

(6 Marks)

(iii) How should Apple evaluate the "quality" of its iPhone?

(8 Marks)

[Total: 20 Marks]

QUESTION 5

(a) What is meant by a self-directed work team? In your judgment, are self-directed work teams a good idea? Explain your answer.

(10 Marks)

(b) What are the organizational benefits of conducting quality audits?

(10 Marks)

[Total: 20 Marks]

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